

# Strategic Plan 2023–2027

## Cairns and Hinterland Hospital and Health Service

### The *big picture* for our future

In our plan, we recognise the continuing need to improve health equity and health outcomes, particularly for our First Peoples and for those who live in our rural and regional areas.

We are committed to delivering and improving safe and sustainable health services, provided as close to home as possible. As we finalise attaining university hospital status for Cairns Hospital, we will embed research and education into our everyday functions and actively invest in, support and enable our workforce to continue providing best-practice healthcare.

We see community and partnerships as essential to achieving our vision. This plan has been developed in consultation with our community, our partners, our local councils and our staff, and we will continue working to improve our relationships so we can achieve better health outcomes together.

#### Our vision

Excellent and sustainable healthcare for all in Far North Queensland.

#### Our purpose

Working together for best-practice care that improves health outcomes and equity for our communities.

#### Our key objectives

At CHHS, we recognise that in order to deliver sustainable and excellent healthcare, we need a strong focus on our communities and partnerships to achieve our key objectives related to **Our care**, **Our people**, **First Peoples health** and **Our sustainability**.

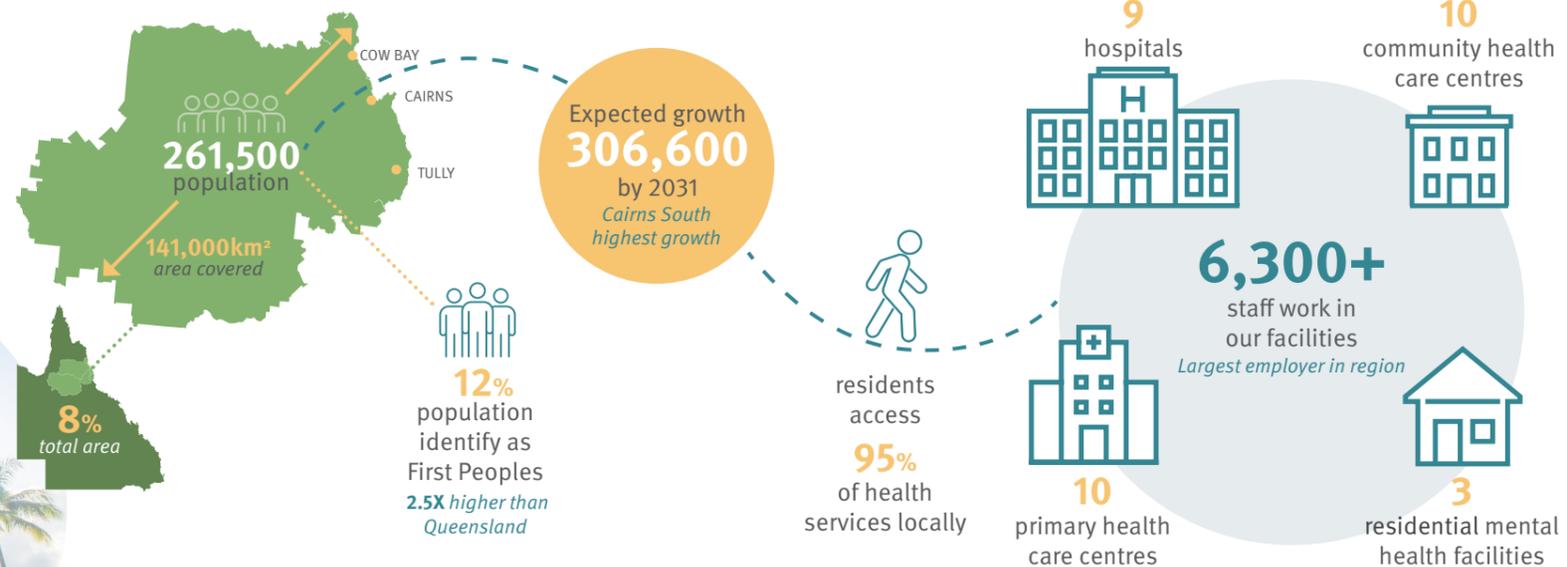
### Our challenges/risks

- 1 Sustaining safe, quality services for a large, geographically dispersed and diverse population.
- 2 Attracting, developing, and retaining a diverse workforce that can offer the right mix of generalist and specialist skills for our community, including supporting workforce wellbeing.
- 3 Increasing demand for health services, along with increasing service delivery costs.
- 4 Keeping up with the pace and scale of digital transformation and the increasing prevalence of cyber threats to ensure the continued provision of safe and sustainable health services.
- 5 Business continuity and preparedness for climate change (including how climate change and extreme weather will impact our delivery, access and sustainability).
- 6 Ensuring ageing infrastructure and future infrastructure requirements meet the needs of the community.

### Our opportunities

- ✓ Building stronger relationships with our communities and stronger partnerships with other providers in our region.
- ✓ Investing in our workforce culture.
- ✓ Promoting innovation and alternative safe care models to increase primary and preventative care, early intervention and increased care outside of acute settings.
- ✓ Expanding research, training and education opportunities across our services and achieving university hospital status for Cairns Hospital.
- ✓ Increasing accessibility, capacity and resilience for all of our services, particularly in our rural and remote regions so safe care can happen as close to home as possible.
- ✓ Reducing our carbon footprint, embed sustainability, climate change resilience and business continuity preparedness in all we do.

### Our region and services



### Comparison to Queensland

- Higher prevalence of disease:
- diabetes
  - chronic kidney disease
  - rheumatic heart disease
- Higher rate of premature deaths:
- cancer
  - circulatory system diseases
  - respiratory system diseases
  - diabetes
  - suicide
- Major contributors:
- lower socio-economic status
  - higher rates of smoking
  - risky lifetime alcohol intake
  - being overweight



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## Cairns and Hinterland Hospital and Health Service



### Our care



### Our people



### First Peoples health



### Our sustainability

Objectives

We work to enable safe and equitable healthcare delivered closer to home through our partnerships and together with communities.

We nurture positive workplaces where our people feel safe, empowered and supported to collaborate in delivering excellence in healthcare.

We recognise the valuable cultural knowledge of our First Peoples and through our partnerships, we will strive to improve health and wellbeing outcomes for First Peoples communities.

With our people, our places and our technology, we will deliver efficient and sustainable healthcare and services.

Strategies

- Continue to promote and provide high value, safe and quality care delivered in patient-centred ways
- Continue expanding our rural and remote services and models of care to provide safe and sustainable care closer to home
- Pursue opportunities to improve the health and wellbeing of our community, inclusive of health promotion, illness prevention and wellness models for chronic conditions and high risk groups
- Promote flexibility, innovative and non-hospital based models of care to optimise service delivery
- Advocate across government and non-government sectors to improve the social determinants of health and remove barriers to accessing care

- Attract, support and retain a talented, agile and competent workforce through effective workforce planning
- Nurture accountable and compassionate leaders who inspire and influence excellence across CHHHS and the Queensland Health system
- Cultivate a positive and diverse learning workplace culture where people matter and are empowered to perform at their best
- Ensure WHS systems act to protect and enhance workforce health and wellbeing and strengthen our safety mindset and culture

- CHHHS First Peoples Health Equity Strategy priorities evident and embedded throughout services
- CHHHS safety and quality priorities address the specific health needs of Aboriginal and Torres Strait Islander people
- Workforce plans identify First Peoples targets and activities to promote healthcare careers, traineeships and placement opportunities

- Instil the culture of financial leadership across the service to maintain safe and quality services while improving efficiency and outcomes
- Ensure key enablers are developed, implemented and embedded to support sustainability (including digital, infrastructure and environmental)
- Ensure capital infrastructure is maintained and developed to continue to meet the evolving health needs of the community
- Enrich our research and education culture as we achieve Cairns University Hospital status
- Increased investment in care delivered in non-hospital settings, including digital health

Communities and partnerships

- Design, implement and evaluate our services with staff, patients, consumers, the community and other providers to be able to meet existing and emerging health and service needs

- Grow capacity and enhance capability of critical workforce in close collaboration with regional educational partners

- Partner and strengthen relationships with community by demonstrating how First Peoples voices and experiences are contributing to our services, and improving the quality of care and health outcomes

- Strengthen our research and education collaborations

Performance indicators

- Accreditation and clinical care standards met 
- Improvement in service agreement access targets 
- Achievement of CHHHS Clinical Service Plan service directions 
- Increased participatory engagement of community and partners   

- Improved workforce capacity and capability indicators  
- Improved workplace culture indicators  
- Improved employee wellbeing and safety indicators 

- Improved access to care and health outcomes for First Peoples 
- Improved achievement of First Peoples accreditation standards for organisational cultural responsiveness  
- Increased use and integration of cultural and community knowledge across services 

- Deliver a balanced budget  
- Improved organisational research and education  
- Reduced environmental impact (e.g. waste reduction and sustainable purchasing)  
- Delivery of capital infrastructure within allocated timeframes 
- Improved digital health capability 



### Communities and partnerships

By working together with our communities and our partners, we will ensure best-practice for **Our care, Our people, First Peoples health and Our sustainability.**

### Alignment to Queensland Government objectives

The Cairns and Hinterland Hospital and Health Service supports the Government objectives for the community- Good jobs: good secure jobs in our traditional and emerging industries. Better services: deliver even better services right across Queensland. Great lifestyle: protect and enhance our Queensland lifestyle as we grow. Specifically, through this plan we are:

#### Backing our frontline services

By delivering frontline clinical health services – **Our care**

#### Keeping Queenslanders safe

By ensuring access to healthcare no matter where people live – **Our care and Our sustainability**

#### Protecting the environment

By reducing our waste and carbon footprint – **Our sustainability**

#### Growing our regions

By attracting people, talent and investment – **Our people** and how we work with and partner in our communities

#### Building Queensland

By delivering new health infrastructure to meet community needs – **Our sustainability**

#### Honouring and embracing our rich and ancient cultural history

By actively working towards health equity and improved health outcomes for First Peoples – **First Peoples health**

The plan aligns to the Queensland Government's HealthQ32 vision and Reform Strategy and considers the context of our region and health service.



We ensure that the directions in this plan reflect our ongoing commitment to respect, protect and promote human rights for everyone, everywhere, every day.